

*Office Memorandum* • UNITED STATES GOVERNMENT *62-31311*

TO : General Carter  
VIA : Mr. H. Sheldon, ADDI *Sheldon*  
FROM : AC/DCI

DATE: 10 May 1962

SUBJECT: Major General V. H. Krulak, USMC, Special Assistant for Counter-insurgency and Special Activities, JCS

FOR INFORMATION

In response to your request as transmitted to this Staff by Mr. Sheldon, the attached memorandum from Colonel Bernier contains information regarding General Krulak and the organization, missions and functions of his office.

The Coordination Staff stands ready to provide any further information or assistance you may desire in this connection.



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JCS review(s) completed.

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10 May 1962

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MEMORANDUM FOR:

SUBJECT : Special Assistant for Counterinsurgency and  
Special Activities, JCS

1. In response to your request, the following information has been obtained concerning the Office of the Special Assistant for Counterinsurgency and Special Activities, JCS, and its Chief, Maj. Gen. V. H. Krulak, USMC:

a. History

The Office of the Special Assistant for Counterinsurgency and Special Activities, JCS, (SACSA) was created from the Subsidiary Activities Division, J-5 in February 1962. Its then chief was Maj. Gen. D. W. Gray, USA. At that same time, SACSA was raised to the Directorate level within the Joint Staff (Tab A), a new chief designated, Maj. Gen. Krulak (Tab B), and its missions and functions were rewritten (Tab C).

b. Activities

(1) Since its inception, SACSA has been expanding and is scheduled to reach an overall strength of about 28 officers in the near future. Its current strength is approximately 20 officers. With its broad mission, and in keeping with the national interest in Counterinsurgency, SACSA is attempting rapidly to bring into being the necessary Counterinsurgency programs which fall within the responsibilities of the Department of Defense.

(2) The memorandum, "Intelligence Required for Counterinsurgency," (USIB-D-63.6/1) was written within SACSA and coordinated with J-2 and DIA. It was submitted through the Special Group (CI) channels in order to acquaint that body with the nature of and the high priority need for Counterinsurgency Intelligence Support.

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(3) SACSA is cognizant of the previous research done in support of special warfare activities, including that done within CIA and by the Special Operations and Research Office, (SORO), of American

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University. The feeling within SACSA is that the SORO and similar studies are fine general information texts, suitable for unconventional warfare planning, but not satisfactory for Counterinsurgency actions. The SORO studies were characterized as reworkings of already prepared intelligence directed at highlighting broad aspects of the political, economic, military and sociological conditions within certain countries. SACSA believes that Counterinsurgency requires a whole new intelligence research approach and in clarification of this need, is preparing a paper on the subject which should be available within a week or 10 days.

2. Gen. Krulak is presently out of the country, but is expected to be available for duty on Monday, 14 May.



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MAJOR GENERAL VICTOR H. KRULAK, USMC

Major General Victor Harold Krulak is now serving as the Special Assistant to the Director, Joint Staff, Joint Chiefs of Staff for Counterinsurgency and Special Activities.

General Krulak, a former "paramarine" during World War II, earned the Navy Cross and Purple Heart as a lieutenant colonel on Choiseul Island, where his battalion staged a week-long diversionary raid to cover the Bougainville invasion. His citation states in part:

"Assigned the task of diverting hostile attention from the movements of our main attack force enroute to Empress Augusta Bay, Bougainville Island, Lieutenant Colonel Krulak landed at Choiseul and daringly directed the attack of his battalion against the Japanese, destroying hundreds of tons of supplies and burning camps and landing barges. Although wounded during the assault on October 30, he repeatedly refused to relinquish his command and with dauntless courage and tenacious devotion to duty, continued to lead his battalion against the numerically superior Japanese forces."

General Krulak was born in Denver, Colorado, January 7, 1913, and commissioned a Marine second lieutenant upon graduation from the U. S. Naval Academy, May 31, 1934. His first assignment after completing the Basic School for Marine Corps officers at the Philadelphia Navy Yard was sea duty with the Marine Detachment aboard the USS ARIZONA. Later he was stationed at the U. S. Naval Academy and with the 6th Marines at San Diego, California

In March 1937 he sailed for Shanghai, China, where he served as a company commander. He returned to the United States in May 1939, for instruction at the Marine Corps Schools, Quantico, Virginia, and went overseas again in October 1940, this time to Guantanamo Bay, Cuba, with the 1st Marine Brigade (later the 1st Marine Division). Returning to Quantico in April 1941, he served there on the staff of General Holland M. Smith, then Commanding General of the Amphibious Corps, Atlantic Fleet. He was transferred with that staff to San Diego in September 1942, and there, a few months later, he volunteered for parachute training.

Sailing for the Pacific theater in March 1943, General Krulak took command of a parachute battalion on New Caledonia, and went into action that September at Vella, Lavella. The

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next month he commanded the diversionary landing on Choiseul, where he took part in the action which earned him the Navy Cross and Purple Heart. He returned to the United States in November 1943.

After six months' duty at Headquarters Marine Corps, Washington, he went overseas again in 1944 to join the newly-formed 6th Marine Division. As Assistant Chief of Staff, G-3 (Operations) of the division, he was awarded the Legion of Merit with Combat "V" for outstanding service in the planning and execution of the Okinawa campaign. He also received the Bronze Star Medal at the war's end for his part in negotiating the surrender of Japanese forces in the Tsingtao, China, area.

Returning again to this country in October 1945, he reported to Quantico, where he served as Assistant Director of the Senior School. He left Quantico in June 1949 for Camp Pendleton, California, where he served as Regimental Commander of the Fifth Marines, 1st Marine Division. A year later, he assumed duty at Pearl Harbor as Assistant Chief of Staff, G-3 (Operations and Training), of Fleet Marine Force, Pacific. He was serving in this capacity when the Korean conflict began.

In the ensuing year, his duties took him many times to the battlefield, and during the last half of 1951 he remained in Korea as Chief of Staff of the 1st Marine Division. He earned his second Legion of Merit with Combat "V" in that capacity, and was awarded the Air Medal for reconnaissance and other flights in Korea between August 1950 and July 1951. He remained in Korea until November 1951, then returned to Washington for duty at Headquarters Marine Corps as Secretary of the General Staff. He served in that capacity until June 1955.

Following this assignment, he joined Fleet Marine Force, Pacific, at Pearl Harbor, in August 1955 as Chief of Staff. He was promoted to brigadier general in July 1956 and at the same time assumed duties as Assistant Division Commander, 3d Marine Division, on Okinawa. On his return to the United States, he became Director, Marine Corps Educational Center, Quantico, in July 1957. He was promoted to major general in November 1959. On 1 December 1959 he assumed command of the Marine Corps Recruit Depot, San Diego, California where he served until assuming his present assignment on 16 February 1962.



The general's decorations and medals include: the Navy Cross, the Legion of Merit with Combat "V" and Gold Star in lieu of a second award, the Bronze Star Medal, the Air Medal, the Purple Heart, the Presidential Unit Citation with three bronze stars indicative of second through fourth awards, the China Service Medal with one bronze star, the American Defense Service Medal with Base clasp, the American Campaign Medal, the Asiatic-Pacific Campaign Medal with four bronze stars, the World War II Victory Medal, the Navy Occupation Service Medal with Asia clasp, the National Defense Service Medal, the Korean Service Medal with two bronze stars, the United Nations Service Medal, and the Korean Presidential Unit Citation.

General Krulak and his wife, the former Amy Chandler, have three sons, Victor, Jr., William and Charles. The general's mother is Mrs. Bessie M. Krulak of 99 South Downing Street, Denver, Colorado. His father is deceased.

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Revised  
April 1962

TAB

OFFICE OF THE SPECIAL ASSISTANT TO THE DIRECTOR  
FOR COUNTERINSURGENCY AND SPECIAL ACTIVITIES (SACSA)

ORGANIZATION

As shown on SACSA Organization Chart (Chart \_\_\_\_). Special Assistant to the Director for Counterinsurgency and Special Activities.

MISSION

The Special Assistant to the Director, Joint Staff for Counterinsurgency and Special Activities (SACSA) is charged with assisting the Director, Joint Staff and the Joint Chiefs of Staff in all matters pertaining to insurgency and counterinsurgency operations, unconventional warfare, psychological operations and in the special military activities related thereto, to include planning, programming, resource development and allocation and doctrinal guidance.

FUNCTIONS

1. Subject to the general supervision of the Director, Joint Staff, the Special Assistant to the Director, Joint Staff for Counterinsurgency and Special Activities shall:
  - a. Provide the Director, Joint Staff and the Joint Chiefs of Staff with comprehensive objectives, independent analysis and evaluations of Department of Defense and national policies, proposals and programs, existing or tentative, in the entire field of insurgency and counterinsurgency plans and operations, unconventional warfare, psychological operations and in special activities related thereto.
  - b. Develop and submit to the Director, Joint Staff and the Joint Chiefs of Staff joint strategic plans and policies, recommendations on current and future strategy, organization, doctrine and integrated research in his field of interest.
  - c. Keep informed on the national security aspects of politico/military conflict developments throughout the

world to identify and analyze areas of criticality and to recommend appropriate programs and courses of action which when implemented would cause a response favorable to US interests.

d. Serve as the Joint Chiefs of Staff point of contact, in his field of interest, with related activities in the Military Departments, the Secretary of Defense and other agencies of the Government.

e. Provides staff assistance for the Chairman, Joint Chiefs of Staff in meeting his responsibilities related to the Special Group (Counterinsurgency).

2. In addition to the foregoing, and under the general supervision of the Director, Joint Staff the Special Assistant shall:

a. Establish his own method of procedure within the framework of guidance and instructions pertaining to the Organization of the Joint Chiefs of Staff.

b. Coordinate his activities with those of other appropriate agencies of the Organization of the Joint Chiefs of Staff and the Military Services.

c. Attend meetings of the Joint Staff and Joint Chiefs of Staff where his interests are concerned.

d. Be authorized to request from all agencies of the Organization of the Joint Chiefs of Staff, the Military Departments, the Office of the Secretary of Defense and to seek from sources outside the Department of Defense, both governmental and non-governmental, such information as may be required in connection with his duties.

Deputy Special Assistant to the Director for Counterinsurgency and Special Activities.

#### MISSION

The Deputy Special Assistant is charged with providing aid for the Special Assistant as required in carrying out his functions.

Executive Officer, SACSA

MISSION

As immediate assistant to the Special Assistant and his Deputy the Executive Officer, SACSA, acts as Chief of Staff to the Special Assistant, in assuring that staff actions of the Office are coordinated and consistent with the policies of the Joint Chiefs of Staff, the Director, Joint Staff, and the Special Assistant to the Director for Counterinsurgency and Special Activities; assisting the Special Assistant and his Deputy in the formulation of policies and procedures for the Office and assigning actions to the four Branches; and generally supervising the operation of the Office and the Secretariat. In addition, he is responsible for all military personnel actions within the Office, including the procurement of qualified personnel.

Secretariat

FUNCTIONS:

1. Effects all liaison between the Office and the Army, Navy, Air Force and Marine Corps Planners in administratively processing matters pertaining to the responsibilities of the Office.
2. Participates in all formal conferences which the Special Assistant and the Service Planners attend.
3. Recommends to the Executive the assignment of projects and tasks within the Office and issues directives as applicable.
4. Insures that projects and tasks are completed properly and on schedule.
5. Under the Executive, administers and supervises all administrative, security and personnel policies in effect within the Office.
6. Accomplishes other duties as assigned by the Special Assistant, his Deputy and Executive Officer.
7. Arranges for space at relocation site. Arranges to have current files and equipment in place at relocation site and prepares and circulates a current alert cadre roster and instructions to the staff on relocation matters.

8. Manages the over-all administration of the office which includes: (1) establishing, controlling and revising administrative procedures, (2) preparing budget estimates, and (3) arranging for and securing space and equipment required.

UNCONVENTIONAL WARFARE BRANCH

1. Prepare joint strategic, Unconventional Warfare and Counterinsurgency plans and studies as required.

2. Assist in review of Unconventional Warfare and Counterinsurgency plans submitted by commanders of commands established by the President.

3. Review Unconventional Warfare and Counterinsurgency studies submitted by other governmental agencies and by commanders of commands established by the President and make recommendations concerning the Military aspects thereof.

4. Provide liaison within the Joint Staff for CIA:

a. Through which the views of the Director of Central Intelligence (DCI) may be obtained for consideration in the development of counterinsurgency and unconventional warfare plans by the Joint Chiefs of Staff, and in the review of counterinsurgency and unconventional plans of the commanders of commands established by the President.

b. Through which Joint Staff informal comments may be furnished to CIA when requested, on CIA draft plans in support of Military plans except for draft plans which are primarily of an intelligence, counterintelligence or communications security nature.

5. Provide liaison within the Joint Staff for the Assistant to the Secretary of Defense on Unconventional Warfare and Counterinsurgency matters as required.

6. Initiate, develop and prepare implementing instructions as appropriate for the Joint Chiefs of Staff in fulfilling their responsibilities for unconventional warfare, and other defense activities related to counterinsurgency matters, to include plans, policies, resources and requirements.

## PSYCHOLOGICAL OPERATIONS BRANCH

1. Prepare joint strategic psychological operations plans and studies as required in support of general and limited war and counterinsurgency operations.
2. Assist in the review of psychological operations and counterinsurgency plans as appropriate submitted by commanders of commands established by the President.
3. Review psychological operations studies and related studies submitted by other governmental agencies and by commanders of commands established by the President and make recommendations concerning the military aspects thereof.
4. Provide liaison within the Joint Staff for USIA and CIA for psychological operations matters.
5. Provide liaison within the Joint Staff for the Office of the Secretary of Defense on psychological operations matters, and on psychological/informational matters as appropriate.
6. Provide liaison within the Joint Staff for CIA through which the views of the Director of Central Intelligence may be obtained for consideration in the development of psychological operations plans of the commanders of commands established by the President
7. Initiate and develop recommendations and prepare implementing instructions as appropriate for the Joint Chiefs of Staff in fulfilling their responsibilities for psychological operations, to include plans, policies, requirements and resources.

PROGRAMS BRANCH

1. Monitor cold war situations affecting or related to military capabilities for conducting general and limited war and counterinsurgency operations.
2. Identify areas of criticality in the cold war, providing periodic listing thereof by country and area as appropriate highlighting insurgency and potential insurgency situations.
3. Propose and coordinate recommended courses of action which if implemented would cause responses in support of US national objectives.
4. Review or assist in a review of actions responsive to current JCS instructions and guidance relating to cold war and counterinsurgency activities and recommendations of other governmental agencies as appropriate.
5. Monitor progress of approved cold war plans, programs and specific courses of action and maintain information up-to-date and in a form that lends itself to status briefings.
6. In conjunction with other Branches of SACSA, provide liaison within the Joint Staff for the Assistant to the Secretary of Defense on cold war activities.
7. Provide representation to and establish close working relationships with other departmental agencies and groups as appropriate in connection with cold war programming.
8. Undertake miscellaneous projects as may be assigned by the Special Assistant for Counterinsurgency and Special Activities.



SPECIAL PLANS AND SPECIAL OPERATIONS BRANCH

1. Prepare joint special plans in support of actual plans and operations.
2. Assist in the review of special plans and annexes submitted by commanders of commands established by the President.
3. Review special planning and operational studies submitted by other governmental agencies and by commanders of commands established by the President, and make recommendations concerning the military aspects thereof.
4. Support other governmental agencies operations and related actions as appropriate in coordination with existing counterpart staff sections handling this work in the Military Services as well as with certain elements of OSD and the JCS organization.
  - a. Be responsible for the over-all coordination of appropriate requests for military support of other governmental agencies to include establishment and operation of an inventory system and a system for the control of certain financial matters.
  - b. Prepare and publish procedural directives governing this work.
5. Provide liaison within the Joint Staff for governmental agencies for special planning and special operational matters.
6. Recommend policies concerning the formulation of special plans and special operations, providing guidance for the implementation of approved special plans and special operations.
7. Formulate guidance and assistance, as appropriate, for the Services and for the commands established by the President in the training of personnel and in organizational and operational matters pertaining to special plans and special operations.
8. Maintain an office of record of special planning and special operations documents.

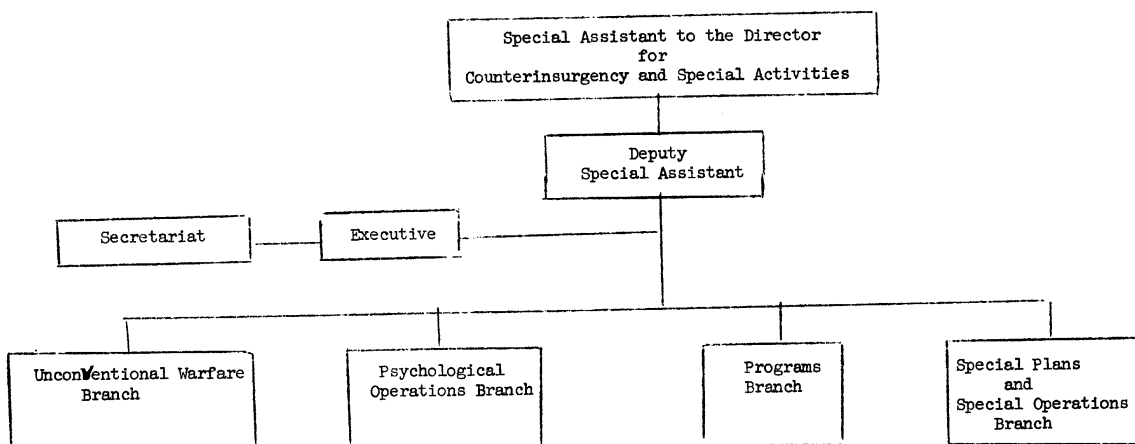
9. Perform such other duties concerning special plans and operations as the Special Assistant for Counterinsurgency and Special Activities, or the Director, Joint Staff may direct.

10. Serve as members of the Working Group of NSC Board and as the Secretariat thereof.

11. Provide one representative of the Joint Chiefs of Staff organization on NSC Board. This representative serves as both member and secretary.

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SPECIAL ASSISTANT TO THE DIRECTOR FOR COUNTERINSURGENCY AND SPECIAL ACTIVITIES



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